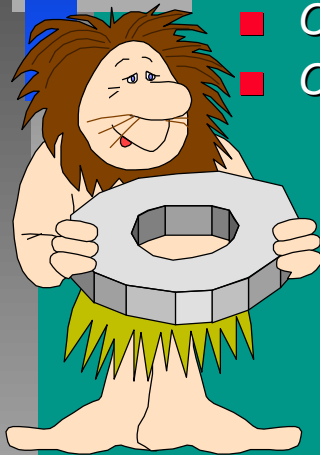


DCMC BENCHMARKING

PRODUCT & MANUFACTURING ASSURANCE

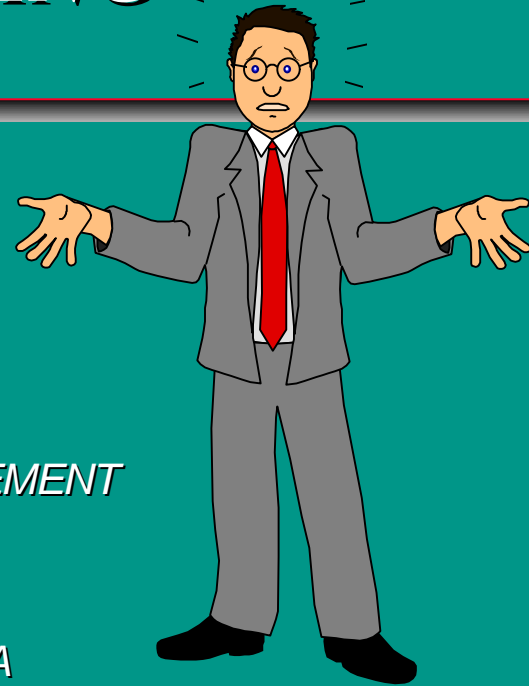
DLAD 5000.4, PART VI, CHAPTER 21

- C.1 - IDENTIFY CUSTOMER REQUIREMENTS
- C.2 - IDENTIFY CRITICAL PROCESSES
- C.3 - RISK CLASSIFY CRITICAL PROCESSES



BENCHMARKING

- *SELECT TEAM*
- *TRAIN THE TEAM*
- *BRAINSTORM PROBLEM*
- *MODEL CURRENT PROCESS*
- *DEVELOP TEAM MISSION STATEMENT*
- *ESTABLISH MISSION GOALS*
- *CREATE MILESTONE CHART*
- *BRAINSTORM SURVEY CRITERIA*
- *DEVELOP SURVEY QUESTIONNAIRE*
- *DISTRIBUTE SURVEY THROUGHOUT DCMC*



THE TEAM

GEORGEANNA M. ADAMS, DCMC-HQ, PROCESS OWNER

JOSEPH L. BANKS, JR., DCMDN-OTDP, TEAM LEADER

KATE WINIARZ, DCMC-LMS-RNO, FACILITATOR

V.J. DRANGO, DCMC-PITTS, QAS

PARTICK H. GARRITTY, DCMC-SKRSKY, OPS TM LEADER

RAYMOND BUTSCHER, DPRA-CHIC, MGNT ANALYST

JIM NELSON, DCMC-BALT, IS

EDMUND MASSA JR., DCMC-HTFD, OPS TM LEADER

TOM ORSILLO, DCMC-BOS-GFOG, QAR

PAUL DOBRUSIN, DCMC-GE-LYNN, ACO

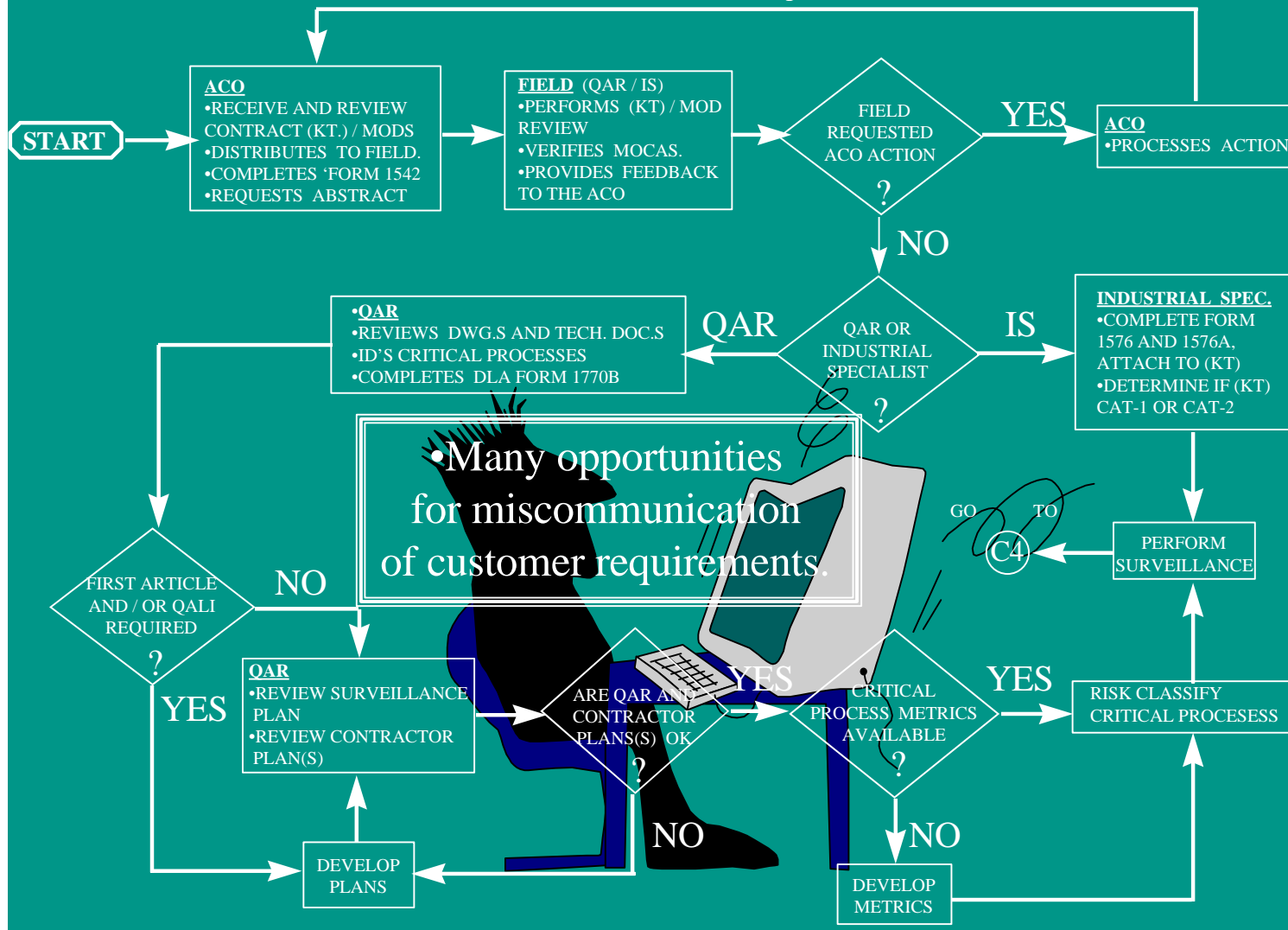
HENRY SEAY, DCMC-GE-LYNN, QAS

EDRIE MARQUEZ, DCMC-SPRGFLD-NJ, QAS

ROBERT HOFF, DCMC-CA, IS

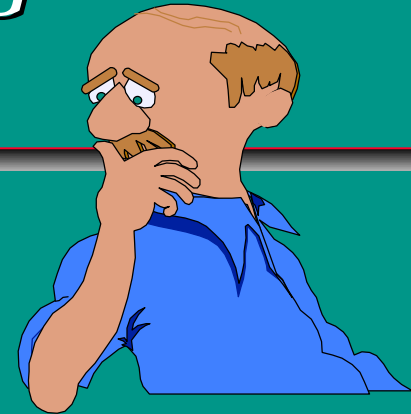


“ Ye Olde Way “



BENCHMARKING

(CONTINUED)



- *COLLECT SURVEY RESPONSES*
- *ANALYZE AND EVALUATE RESPONSES*
- *SELECT SITES**
- *ESTABLISH SUBTEAMS & ASSIGN TASKS*
- *DEVELOP INTERVIEW QUESTIONS FOR SITE VISITS*
- *PREPARE FORMAL VISIT AGENDA*
- *FORMALLY NOTIFY SELECTED SITES*

BENCHMARKING SELECTED SITES

WEST

- DCMC ROCKWELL ANAHEIM
- DCMDW GATA
- DCMC SEATTLE
- DCMC NORTHROP GRUMMAN, HAWTHORN
- DCMC THIOKOL, UTAH

CENTRAL

- DCMC LOCKHEED FORT WORTH
- DCMC FORT WORTH
- DCMC DALLAS
- DCMC TEXAS INSTRUMENTS, DALLAS
- DCMC TWIN CITIES
- DCMC SAN ANTONIO
- DCMC LOCKHEED MARTIN, VOIGHT
- DCMC GENERAL DYNAMICS, LIMA OHIO*
- DCMC CLEVELAND*
- DCMC GE CINCINNATI*
- DCMC INDIANAPOLIS*
- DCMC MARTIN ASTRONAUTICS, DENVER
- DCMC GRAND RAPIDS*

BENCHMARKING SELECTED SITES

EAST

- *DCMC SYRACUSE**
- *DCMC LOCKHEED MARTIN, ORLANDO*
- *DCMC PRATT WHITNEY**
- *DCMC PUERTO RICO*
- *DCMC READING*
- *DCMC BOSTON*
- *DCMC HARTFORD*
- *DCMC GRUMMAN BETHPAGE**
- *DCMC GRUMMAN ST. AUGUSTINE*
- *DCMC SPRINGFIELD*
- *DCMC LOCKHEED SANDERS'*

BENCHMARKING SUBTEAM ACTIONS

- *PERFORM FIRST SITE VISITS*
- *VALIDATE SURVEY RESPONSES*
- *CONDUCT INTERVIEWS*
- *COLLECT INFORMATION*
- *PRESENTED SYNOPSIS OF BEST PRACTICES*



BENCHMARKING SUBTEAM FINDINGS

ONE BOOK

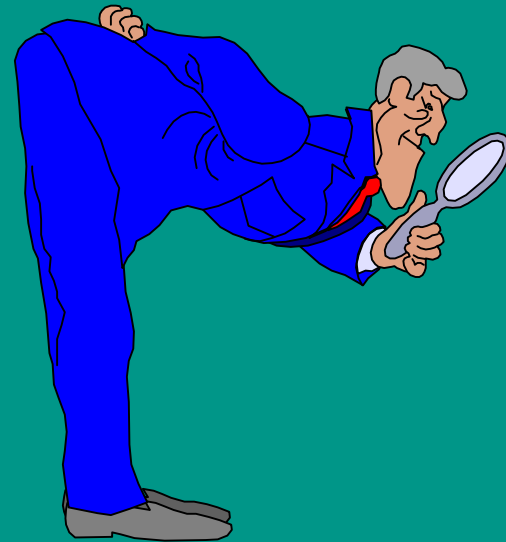
- *NOT AVAILABLE*
- *WRONG REVISION*
- *LACK OF TRAINING**
- *MISINTERPRETATION*
- *INCONSISTENT APPLICATION*



BENCHMARKING SUBTEAM FINDINGS

C.1 - IDENTIFY CUSTOMER REQUIREMENTS

- *DEFINED*
- *DOCUMENTED*
- *UNDERSTOOD*
- *IMPLEMENTED*
- *MEASURED*



BENCHMARKING

SUBTEAM FINDINGS

C.2 - IDENTIFY CRITICAL PROCESSES

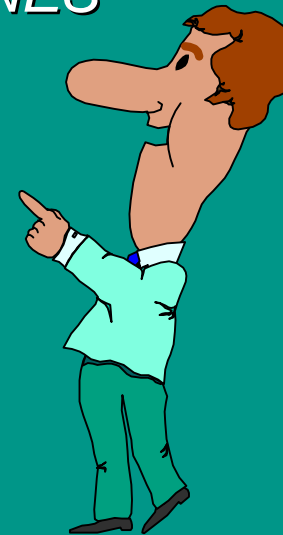
- *INCONSISTENT INTERPRETATION*
- *INSUFFICIENT GUIDELINES**
- *SPORADIC IMPLEMENTATION*



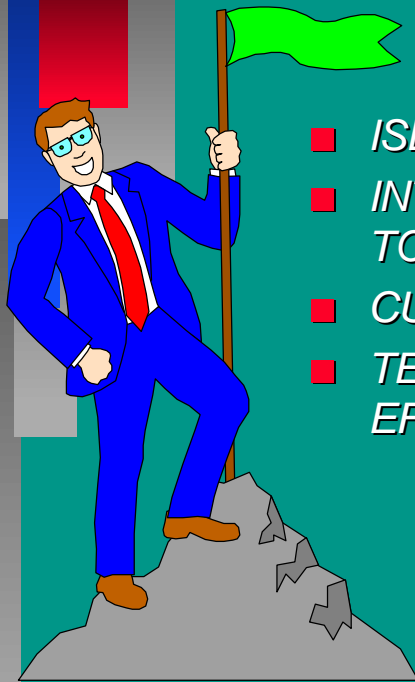
BENCHMARKING SUBTEAM FINDINGS

C.3 - RISK CLASSIFY CRITICAL PROCESSES

- *INCONSISTENT INTERPRETATION*
- *INSUFFICIENT GUIDELINES**
- *LACK OF METRICS*



OBSERVATIONS



- *ISLANDS OF EXCELLENCE*
- *INTERNAL/EXTERNAL COMMUNICATIONS KEY TO PROCESS*
- *CULTURE BREEDS SUCCESS*
- *TEAM APPROACH MORE EFFICIENT AND EFFECTIVE*

BENCHMARKING ISLANDS OF EXCELLENCE



C.1 - IDENTIFY CUSTOMER REQUIREMENTS

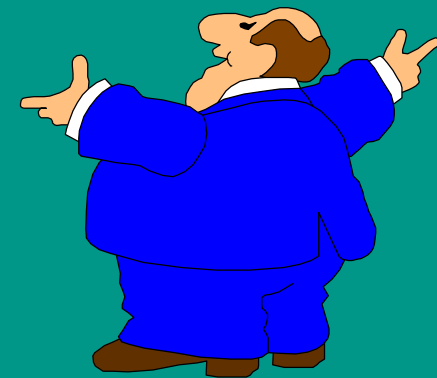
- ALL SITES WERE ACTIVELY WORKING TO IMPROVE

C.2 & C.3 - ID & CATEGORIZE CRITICAL PROCESSES

- DCMC LOCKHEED MARTIN, ORLANDO
- DCMC TWIN CITIES
- DCMC DENVER
- DCMC TEXAS INSTRUMENTS, DALLAS
- DCMC GARDEN CITY

LESSONS LEARNED

- *E-MAIL INCOMPATIBLE EAST TO WEST*
- *COORDINATE WITH UNION*
- *INVOLVE SUPPORT PERSONNEL EARLY IN PROCESS*
- *IDENTIFY KEY POINTS OF CONTACT*
- *EMPHASIZE THE PROCESS NOT THE PEOPLE*
- *STICK TO THE GUIDELINES (FOCUS THE TEAM)*
- *NEED STANDARDIZED SOFTWARE*
- *TIME CONSTRAINTS*





BENCHMARKING

MILESTONE SECTION 5&6

- *COMPILE/COMPARE INFORMATION GATHERED*
- *IDENTIFY BEST PRACTICES*
- *CHART DATA FOR TRENDS*
- *OBTAIN CLARIFICATION ON DATA*
- *IDENTIFY WORK DRIVERS*
- *IDENTIFY METRICS*
- *IDENTIFY REVIEW COSTS*
- *IDENTIFY CYCLE TIME*
- *VALIDATE FINDINGS WITH CUSTOMER*
- *IDENTIFY PROCESS REQUIREMENTS*

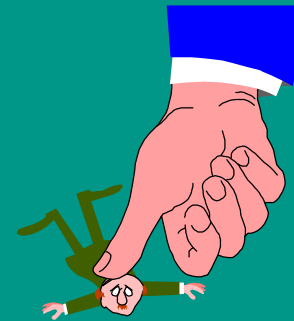


BENCHMARKING MILESTONE SECTION 7

- *RECOMMEND BEST PRACTICES & IMPLEMENT PLAN*
- *ESTABLISH FORMAT*
- *DRAFT BRIEF PACKAGE*
- *INVITE ATTENDEES*
- *ESTABLISH OBJECTIVE CRITERIA TO ID BEST PRACTICES*
- *DRAFT FINAL REPORT*
- *DRAFT FINAL IMPLEMENTATION PLAN*
- *IDENTIFY VALUE ADDED*
- *RETURN ON INVESTMENT*
- *PUBLISH SUCCESS STORIES*
- *PUBLISH LESSON LEARNED*

BENCHMARKING COSTS TO WRAP

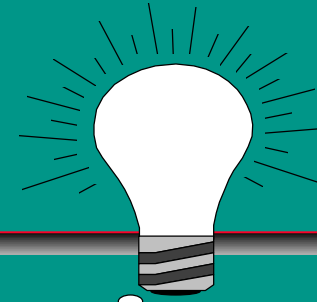
- *PLAN MEETING*
 - *CONDUCT MEETING (TEN DAYS)*
 - *DRAFT / WRITE FINAL REPORT*
- COST 26K, TIME 1 MONTH***



- *ADDITIONAL PLANNED SITE VISITS*
 - *TRAINING FOR EXTERNAL BENCHMARKING*
 - *RESEARCH & SELECT EXTERNAL PARTNERS*
 - *CONDUCT EXTERNAL VISITS*
 - *PLAN & CONDUCT MEETING*
 - *DRAFT / WRITE FINAL REPORT*
- COST 60K, TIME 3 MONTHS***



CONCLUSIONS



- SUFFICIENT DATA GATHERED
- TEAM NEEDS TO ANALYZE AND COMPILE DATA
- MEANINGFUL BENCHMARK RECOMMENDATIONS ARE POSSIBLE TO COMPLETE PROCESS
- TEAM MEETING REQUIRED TO PREPARE FINAL RECOMMENDATIONS

